

269

MAGAZINE

inside:

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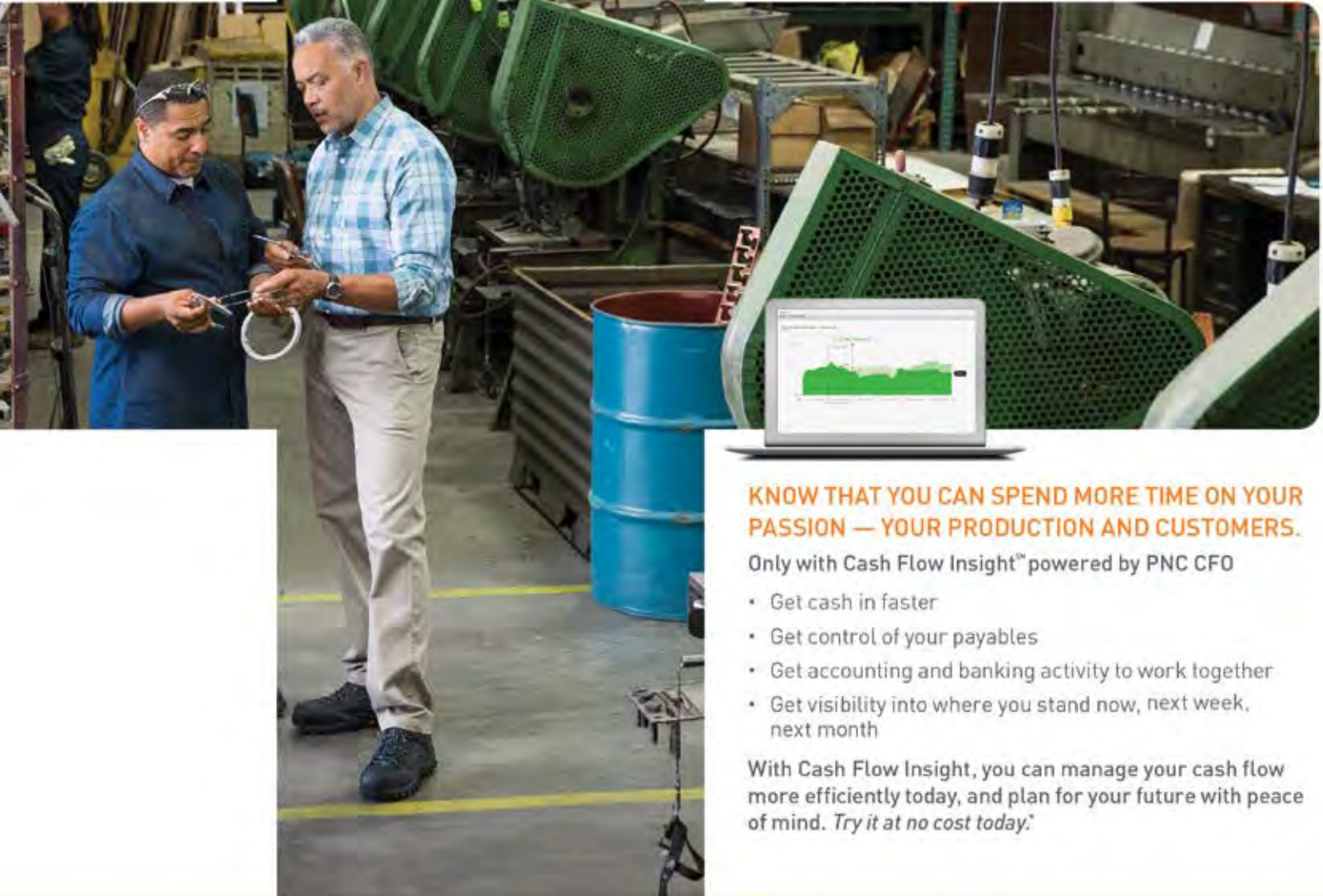
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A photograph of two women in a room with a piano. The woman on the left, Dr. Sonia Eden, is wearing a white long-sleeved shirt over a yellow top and is pointing towards the piano. The woman on the right, Caitlin, is wearing a black t-shirt with a graphic and glasses, and is looking at the piano. The piano is a black upright piano with its lid open.

DR. SONIA EDEN
Big Brothers Big Sisters
Volunteer

CAITLIN
Little Sister

THAT'S WHERE I LEARNED TO TAKE THE TIME

For Dr. Sonia Eden, working with Big Brothers Big Sisters taught her a lot about her role as a Neurosurgeon.

“It made me into a better listener,” Dr. Eden said. In the complex field of Neurosurgery, this means taking time to connect with patients and addressing their fears first. “You want to understand what they’re going through, so you can work together to make the best decisions for their health.”

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COVER STORY

FITTING IT ALL *together*

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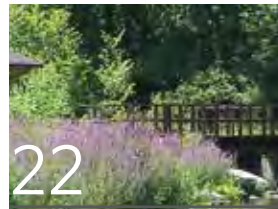
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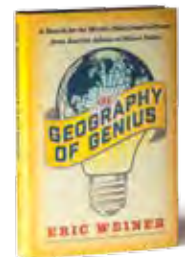
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“Float — #Pontoon #PureMichigan”

“Run! Anywhere.
It’s the best way to experience
each season.”

“Nothing better than sailing
out from South Haven
in the summer.”

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“It’s hard to beat a
kayak ride around Pure
Michigan lakes!”

Bike, hike or float? What’s your favorite way
to explore Southwest Michigan?



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“Bike on a flat, paved trail.
No hills, please!”

Our hope is that the readers of *269 MAGAZINE* will become active participants in the world around them and join our mission to make *Southwest Michigan* the place to make a home, go to work, and bring dreams to reality.

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Great Regions Are Meant To Be Embraced

I was four and didn't drive in 1974. My family home in Shelton, Connecticut sat on one acre. That one acre was "my region."

My eyes were opened that same year to a world beyond that one acre. I went on vacation! Yup, you guessed it. I went to the dream land of all four-year-olds — Walt Disney World in Orlando, Florida. From the moment my parents and I left the plane, rented our car and drove the 18 miles to the Polynesian Resort, I knew I had landed in some place special. Neon signage welcoming my family to Orlando greeted us everywhere as did palm trees, beach towels, and hotels. Mickey Mouse ears, big and small, hung everywhere.

The place was great! Not because I got to walk through Cinderella's Castle and walk on Tom Sawyer Island, but because it was bigger than my backyard. There was a lot to explore. Restaurants, beaches, miniature golf courses. And, then we had to go home. I noticed some billboards for other places like Sea World and Busch Gardens on our way out. Wait! There was more?

Back home again, my one acre was never quite the same. I now knew there was more out "there." As the years went by, I grew taller and could see out the car window as my family drove another 18 miles east for pizza at Frank Pepe's in New Haven. I rode my bike out of my street to friends' homes in neighborhoods that were different from mine. Soon, I drove the six miles to high school and farther to other high schools for weekend football and basketball games. Like the Beach Boys

song, *Be True to Your School*, I let our "school colors fly" (my school colors were the most awesome combination of orange and black — and no, our mascot was not a Halloween black cat) by keeping quite a few branded items in my wardrobe representing my "region" well. Well, at least my hometown.

Then, as a high school senior, the unthinkable happened. I was asked to stop cheering for Shelton and expand my horizon to other towns — places my school competed against on the court and field. Why? In desperation to raise money to help with college tuition, I entered a scholarship competition.

I'd like to say that the scholarship competition was for robotics, but alas, in all honesty, it was a preliminary in the Miss America pageant system. Along with the crown, I won the opportunity to represent an entire region. Overnight, my place at center stage suddenly grew a lot bigger because my sash did not say Miss Shelton. It said Miss Valley.

For those not familiar with the southwestern landscape of Connecticut, it includes "The Valley," a geographic area where the southern parts of the Housatonic River and Naugatuck River meet. (Under no circumstances is my "Valley" to be confused with the much more popular San Fernando Valley with its stereotypical "Valley Girls!") At 18, I learned about the nine other towns in the Lower Naugatuck Valley. The towns' histories, businesses, landforms, entertainment, and people all became part of my expanded "regional" vocabulary as I prepared for future stages of competition and travel as part of my "duties." I was now part of something bigger — a region. The radius of my



STORY HEATHER BAKER
IMAGE KATHERINE WELLES
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I was now part of something bigger — a region. The radius of my comfort zone expanded.

comfort zone expanded. I have to admit the obvious: There was a lot more to do and see in nine towns than in one.

Having spent a good portion of my life in extracurricular activities that involved sports and the arts, when it came time for work, all I had to do was simply turn 180 degrees and look west. Shelton is unique in that while it is part of “The Valley,” it is also part of one of the greatest socio-economic regions in the U.S., if not the world — the New York metropolitan area.

The location of my family’s home was a gateway to one of the ten most populous cities on the planet, its suburbs, its ethnic

diversity, its geography and all of its excitement, which for me, is the fact that it is arguably

“the” center of the universe for business, industry, international relations, education, architecture, fashion, entertainment, and the greatest franchise in sports history, the New York Yankees.

For the past twenty-five years, I have traveled to and lived in other regions. For me, the South and its tourist attractions are still a favorite place — to visit. I was once caught up in the

Beverly Hills 90210 scene and tried out California; its densely populated areas, segregated communities, and virtual one season were not for me. Getting three kids to three different places at 5:00 pm is virtually impossible in my old home town.


Life takes its funny turns. Based on a visit for a wedding, I found myself agreeing to move to Kalamazoo, Michigan. I’ll admit I started to go stir crazy after driving up and down Westnedge Avenue all day every day my first week here. So, I immediately took action and opened my eyes wider.

Along I-94, I-131 and I-69, lots of places await. Although my office is in downtown Kalamazoo today, I often get to spend time working in places like Three Rivers, Sturgis, and Marshall. While Southwest Michigan may not be the center of the universe for fashion or international relations, I’m confident to say that it is for breakfast foods, medical devices, recreation vehicles, and kitchen appliances. South Beach Park in South Haven was my first experience with Lake Michigan and now competes for my time with St. Joseph’s Silver Beach on a summer’s day. Apple picking and pumpkin picking at Gull Meadow Farms are among my favorite fall things. And in winter, you can find me happily sledding or shoveling snow. And guess what? All is not lost come springtime: I can always hop in the car for two hours to see my favorite team when they “come to town” to play the Detroit Tigers or Chicago White Sox. I love my region!

While Southwest Michigan may not be the center of the universe for fashion or international relations, it is for breakfast foods, medical devices, recreation vehicles and kitchen appliances.



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WHAT ARE SOUTHWEST MICHIGAN'S BEST ASSETS?



CHRIS TRACY

Partner, Honigman

Southwest Michigan is an awesome place to live and work. We enjoy many wonderful assets, including natural resources, that rival anywhere on the planet. The Lake Michigan shoreline offers dunes, sandy beaches, towns with great restaurants, shops, and places to stay; we have wonderful inland lakes; and our unique climate and topography grows wine grapes, blueberries, peaches, apples, and many other crops.

And then, there are non-motorized trails throughout the region that help connect things: the Kalamazoo River Valley Trail, along with its Kal-Haven sister trail, links South Haven to Galesburg with connections soon to Battle Creek Linear Park and the Portage Bicentennial Trail. All of these trail segments are part of a Great Lake to Lake Trail that will ultimately connect Lake Michigan to Lake Huron.

Southwest Michigan's natural features combined with its trail systems offer the opportunity for every person at every age to enjoy what nature has to offer in this wonderful region. These trails and other places to visit spur economic development and vitality in the region. They enhance our quality of life and help us attract and maintain great people.



HANS SCHULER

Chairman & CEO, Schuler's Restaurant & Pub

We are fortunate to live in a strategically located part of the Midwest — “The Crossroads of the Big Ten.” Our central location along the Interstates and the regional transportation network connect us to national and international opportunities, including the Canadian market and hubs like Chicago and Detroit. The region's exceptional educational system is crucial to effectively responding to community and employer workforce needs. A diverse manufacturing base is thriving. The region's natural amenities are attractive to residents, retirees, visitors, and businesses, and we are fortunate to be able to leverage the successful Pure Michigan brand for business development. Finally, the strength of our region is inherent in its people. Southwest Michigan boasts a deep cadre of committed local leaders who recognize the value of collaboration, bringing communities together for shared success. We are no longer islands within traditional city boundaries, and our timely recognition of this new reality will help us maintain a sustainable, diverse, and growing regional economy.



KATHY-SUE DUNN

Commissioner, Calhoun County

I was born and raised in Battle Creek. I'm still here. Why? For me, there's no place like home! I love that within our region are parts that feel big city without hustle, bustle, traffic, and lines.

The accessibility of I-69 and I-94 offers access to many gems. Families can stand eye-to-eye with giraffes at the Binder Park Zoo. A few hours at FireKeepers Casino are a Vegas-style escape. Baseball games happen most summer days at Bailey Park. Our wineries and craft breweries, anchored by Bell's and Arcadia Ales, are nationally cheered. Places like Kellogg Community College's Regional Manufacturing Technology Center deliver phenomenal training to get people good jobs. Our contribution to the aviation industry takes off at Western Michigan University's Aviation School and lands at Duncan Aviation. The International Food Protection Training Institute and the W.K. Kellogg Foundation have global impact. And, the region's hospital network is so collaborative — I'll point to Borgess, Bronson and Oaklawn — bringing healthcare expertise right into our communities.

While I do enjoy traveling, the best part is coming home to my little corner of the world. Southwest Michigan. My Mitten. My Home.



SEAN WELSH

Western Michigan Regional President, PNC Bank

Southwest Michigan is a truly unique region with a long list of incredible assets. With top-notch schools, amazing natural resources, world-class cultural attractions, and a favorable business climate, Southwest Michigan offers a quality of life on par with the best our nation has to offer. As one of the region's leading employers, PNC is particularly interested in efforts to nurture and retain local talent. That's why PNC supports organizations such as Western Michigan University, Kalamazoo College, Kalamazoo Valley Community College and the Kalamazoo Promise. Through Grow Up Great, PNC's multi-year, \$350 million program designed to improve early childhood education — particularly in underserved areas, PNC is investing in Southwest Michigan's greatest resource — its children. PNC and its predecessor banks have been serving Southwest Michigan for more than 150 years. We are proud to be part of the community and plan to continue to provide the type of world-class products and services the region has come to expect from one of the nation's strongest financial services organizations.

FITTING IT ALL *together*

HOW THREE LEADING MIDWESTERN CITIES HAVE BUILT
THRIVING REGIONAL ECONOMIES

STORY TED ROELOFS
IMAGES BARRY ELZ &
BRIDGE MAGAZINE

Bridge

Bridge Magazine is Michigan's leading nonprofit provider of in-depth news and analysis. Bridge provides exclusive, independent reporting to 269 MAGAZINE. www.bridgemi.com

When you hear the term “Southwest Michigan Region,” what comes to mind? Do you think of cities like Kalamazoo and Battle Creek? Or rural towns ranging from Mattawan to Cassopolis? Or the beach havens of Lake Michigan? Or the I-94 corridor which powers personal transportation and trade?

Or, do you think of dozens of individual forms of government, all doing their own thing? Do you think of ways in which the region could be more unified and cohesive in providing efficient, business-friendly public services?

Do you wonder what holds Southwest Michigan together? Or, do you wonder if it's really a clearly defined “region” at all?

“Regionalism” is the concept of a geographic idea coming together, sharing resources, and even in some cases erasing traditional local boundaries in an attempt to build economic competitiveness and quality of life.

Perhaps you don't think about such high-minded concepts on your daily commute in Southwest Michigan. But some businesses and government leaders are thinking and talking about it more and more.



To widen discussion and debate on regionalism, this 269 *MAGAZINE* special report presented by *Bridge Magazine* profiles three Midwestern cities — Indianapolis, Louisville, and Minneapolis-St. Paul — that have fully adopted regionalism and achieved significant economic and quality of life growth as a result. And then this report poses questions about whether Southwest Michigan has opportunities to enhance its own regionalism as competition for talent, jobs, and economic growth continues to heighten in the global economy.

Take a trip through the Midwest's most cohesive regions with us below. Then ask yourself, "What would you do?" What kind of Southwest Michigan do you want to see in the future? And what's needed to get there?

INDIANAPOLIS: LEVERAGING REGIONALISM FOR NEARLY 50 YEARS

In the 1960s, the challenges confronting Indianapolis were familiar to 21st century cities and regions across America, including Southwest Michigan. Way back then, Indianapolis faced growing urban sprawl, a sagging downtown retail sector, and white flight that threatened the vitality of the city's core. The metropolitan was in danger of losing any true sense of regional identity.

But in 1969, after considerable prodding from then-Republican Mayor Richard Lugar, the state Legislature approved a shift in governance some deemed radical — consolidation of Indianapolis with much of surrounding Marion County, a merger called "Unigov."



MICHAEL HUBER President of the Indy Chamber of Commerce.

Though complex and less than a complete consolidation, the net impact of Unigov still proves substantial all these years later.

Downtown Indianapolis is scarcely recognizable today from decades ago. A series of major developments sprouted in the years after consolidation, spurred by the enhanced financing and bonding power Unigov afford-

ed an expanded Indianapolis. Today, downtown residency is on the upswing. Moreover, Unigov clearly fostered a much stronger regional identity.

"It did give us a shared identity: that if you were in the outlying townships that have been unified, you were in Indianapolis," said Michael Huber, president of the Indy Chamber of Commerce. Huber contents Unigov curtailed "provincial mentality" and "municipal silos" that hamper some other Midwestern metropolitan areas.

A major Ball State University / University of Louisville study reached similar conclusions. It said Unigov "has served to establish a very strong de facto region in virtually all political, economic, transportation, and land use issues. The adoption of a 'magnet' or centrist approach to regional policy in the Indianapolis metropolitan region has served well, even with only minimal administrative authority, in managing growth, limiting



the strength of suburban communities despite significant population growth, and maintaining a strong and viable urban core."

Unigov quintupled the footprint of Indianapolis from 82 to 402 square miles.

To be sure, it does not encompass all of Marion County, nor does it merge all functions of government. Under the political compromise needed to secure passage, four municipalities were essentially exempt from Unigov, retaining their own police force and fire protection, and in the case of three of the four, their own mayor. Functions assigned to the county include economic development, public works, parks, and transportation. The county court system is not part of the merger. But consolidation momentum has continued. The city and county law enforcement remained separate for 35 years before voters finally approved their merger in 2005. Tax assessment was consolidated under the county in 2008.

Unigov has not solved all regional problems. Most census tracts within the pre-1969 Indianapolis boundary have lost population, as have central-city schools. Unigov did, however, greatly ease Indianapolis' ability to reinvent itself.

According to *The Encyclopedia of Indianapolis*, "The Unigov reorganization improved the city's ability to borrow substantial amounts of money at favorable interest rates. The inclusion of outer-county suburban areas raised the city's total property valuation and therefore raised the debt limit available to the city of Indianapolis. This eased borrowing for several large-scale capital projects during the 1980s."

Among the critical development projects that have revitalized Indianapolis and the surrounding region:

- **Market Square Arena:** Completed in 1974 at a cost of \$23 million and financed through municipal bonds and private funds, the 17,000-seat sports and entertainment arena was home to the National Basketball League's Indiana Pacers from 1974 to 1999.
- **The RCA Dome, originally the Hoosier Dome:** Completed in 1984 at a cost of \$78 million, financed through municipal bonds and \$25 million from Lilly Endowment Inc., a private family endowment. It became home to the Indianapolis Colts from 1984 until 2007, when it was replaced by Lucas Oil Stadium.
- **Circle Centre,** a \$319 million downtown mall opened in 1995, funded in part by \$187 million in municipal bonds. That project sparked demand for downtown housing, and according to Indianapolis Downtown Inc (IDI), 81 downtown projects with 3,474 new or renovated residential housing units were completed between 2000 and 2011.

A total of \$12.6 billion public and private investment pumped into downtown Indianapolis from 1970 to 2013, according to IDI.

LOUISVILLE: FROM FIEFDOMS AND FEUDS TO BUSINESS-FRIENDLY STREAMLINED GOVERNMENT

For decades, Louisville and surrounding Jefferson County sometimes seemed more like feuding siblings than exemplars of regional cooperation. They fought each other in business recruitment, as firms looking to relocate complained of the difficulty of getting government officials to speak with one voice. As Louisville struggled with declining revenues, in what came to be called "annexation wars," it sought to boost its tax base by annexing unincorporated portions of the county.

Meantime, growth continued to be concentrated in outlying regions of the county, undercutting Louisville's viability as its population steadily declined, from nearly 370,000 in 1950 to 256,231 in 2000.

Civic leaders pushed for a renewed attempt at consolidation, which had been defeated three times before, in 1956, 1982, and 1983.

"The issue was how can we create a thriving community? Could we do it better together?" said Deana Karem, vice president of economic development for Greater Louisville Inc., a regional business development agency. Karem was project director for a task force that studied the issue in the 1990s prior to a fourth vote on merger.

Some of the work had already been done. Perhaps the most contentious potential issue — school merger — was accomplished in 1975, when a federal judge ordered city and county schools merged as part of a desegregation plan.

On November 7, 2000, voters finally approved a city-county consolidation plan that took effect in 2003. The separate Louisville and Jefferson County governments dissolved to become Louisville Metro, overseen by a 26-member Metro Council, one mayor, with one budget and a single police department. The merger pushed Louisville's population to nearly 600,000



in 2010. In 2014, it ranked as the 30th most populous city in the nation, up from 67th in 2000.

The merger created a regional emergency management system, merged and streamlined government departments, and eliminated hundreds of jobs. It provided for uniform building codes. Significantly, municipalities outside the old Louisville retained essential autonomy, retaining their police and most government functions. And, suburban residents are still allowed to vote for Metro mayor and Metro Council.

On the economic front, Karem said she believes the merger has both advanced the region's marketability and streamlined the bureaucratic permitting and approval processes for business expansion and relocation: "From an economic development perspective, it has done everything we hoped and more. When we have a company looking at this community today, in prior years you would have had to go through separate processes for the city and county. Today, it's one agency. Where you have to go to get permits is a one-stop office now. "Eliminating some of that bureaucratic process has helped us better serve the client."

Much like Indianapolis, regionalism in Louisville has not been a complete magic bullet. Research shows the overall regional population has grown, but has fallen within the historic city limits of the city. And the region has suffered loss of some major employers, including tobacco firm Brown & Williamson, Frito Lay, and several call centers.



DEANA KAREM Vice President of Economic Development for Greater Louisville, Inc.

Still, Karem noted that UPS Inc. — Kentucky’s largest employer — invested \$1 billion in a 2006 expansion of its main hub at Louisville International Airport, adding 5,000 jobs. UPS recently announced plans to invest another \$310 million to expand a ground shipping facility in southern Louisville, adding 300 new and part-time jobs.

“UPS would not have made the investment (without the merger) they have made in this area,” Karem said.

MINNEAPOLIS-ST. PAUL: WE’RE ALL IN THIS TOGETHER

Around Minneapolis and St. Paul, residents converse in a tone some call “Minnesota nice.”

Perhaps that’s one way of understanding the region’s approach to planning and economic development: We’re all in this together.

In 1967, the Minnesota Legislature established the Metropolitan Council as the regional planning body for the seven-county Minneapolis-St. Paul region. And while many other regions named similar bodies, this one carries broader reach and taxing authority than most. It operates the Metro Transit, the region’s bus and rail system, which carried 84.5 million passengers in 2014. The council also operates the area’s wastewater treatment system.

Of its \$888 million budget in 2014, the state government contributed \$241 million, from the general fund and sales tax on motor vehicles. It also gets 39 percent of its budget

from transit fares and wastewater treatment charges, while 10 percent comes from a metropolitan property tax.

Over decades, the Metropolitan Council has quarterbacked the planning and funding of hundreds of miles of regional bike paths, helping secure the region’s reputation as a bike-friendly environment. Parks, lakes, recreation galore, high median income, and low unemployment are among the reasons Minneapolis-St. Paul ranked third nationally in *Outside Magazine’s* 2014 list of “Best Places to Live.” Regional government has fertilized Minneapolis-St. Paul’s ability to achieve such high status.

In 1975, a state-approved measure known as the Fiscal

BY THE NUMBERS: A REGIONAL COMPARISON OF WAGES, EDUCATIONAL ATTAINMENT & POPULATION

Region	Employers			Average Annual Employment			Average Annual Wage		
	2012	2014	changes from 2012	2012	2014	change from 2012	2012	2014	change from 2012*
Fort Wayne	10,226	10,022	-2.0%	197,048	199,790	1.4%	\$40,527	\$40,722	0.5%
Indianapolis	23,750	23,250	-2.1%	563,419	577,413	2.5%	\$51,620	\$51,170	-0.9%
Louisville	22,690	24,478	-2.0%	423,682	440,249	3.9%	\$49,152	\$49,134	-0.0%
Minneapolis	81,642	79,990	-2.0%	1,589,132	1,643,207	3.4%	\$57,675	\$58,138	0.8%
Southwest Michigan	15,850	16,272	2.7%	284,573	293,772	3.2%	\$43,596	\$44,188	1.4%

*2012 figures inflation-adjusted to 2014 dollars to allow accurate comparison. Source: United Bureau of Labor Statistics.

Region	People over 25		> 25 with college degree	
	2012	2014	2012	2014
Fort Wayne	267,891	272,473	24.8%	25.2%
Indianapolis	584,250	596,981	27.6%	27.7%
Louisville	502,301	511,378	29.8%	30.8%
Minneapolis	1,894,735	1,952,298	40.3%	41.3%
Southwest Michigan	510,567	512,902	23.6%	24.2

Source: U.S. Census Bureau

Region	Counties	Geography	Population		
			2004	2014	Change
Fort Wayne	3	Fort Wayne	219,351	258,522	17.9%
		All 3 Counties	402,086	427,183	6.2%
Indianapolis	1	Indianapolis	784,242	848,788	8.2%
		Marion County	863,596	934,243	8.2%
Louisville	1	Jefferson County/ Louisville *	556,332	612,780	10.1%
Minneapolis	7	Minneapolis	373,943	407,207	8.9%
		St. Paul	276,963	297,640	7.5%
		All 7 counties	2,732,979	2,985,405	9.2%
Southwest Michigan	7	Kalamazoo	73,960	75,922	2.7%
		Battle Creek	53,399	51,833	-2.9%
		All 7 counties	782,626	780,227	-0.3%

*U.S. Census reports population for Louisville the same as Jefferson County.

JUST OVER THE BORDER: How Fort Wayne, Indiana is Accelerating Regionalism

In Northeast Indiana, thinking bigger is also proving to be better.

In December 2015, the 11-county region centered around Fort Wayne was named a winner of a statewide regional economic development competition, giving it a projected \$42 million in state funds for projects of its choice. The goal: Boost the region's population to by 210,000 people, to a total of 1,000,000, by 2031.

The deeper mission: Build dynamic communities that attract and retain talent.

The Northeast Indiana Regional Partnership, a public-private coalition, has identified \$471 million in projects to move the region forward over the next two years, including a variety of downtown improvements, support for arts and culture, and investment in education and industry. The state funds will augment a regional development blueprint already underway.

Key components include an ambitious, \$69 million remaking of waterfront in downtown Fort Wayne and a \$72 million regional trail network to link 11 counties.

"This region has really been thinking beyond county borders," said Jeff Turner, chairman of the Northeast Indiana Regional Development Authority, the legal entity created in 2015 to apply for funding under Indiana's Regional Cities Initiative and to decide which projects will be funded. That measure was signed into law in May 2015 to encourage cities and regions to develop economic partnerships. It is funded by a state tax amnesty program that had collected nearly \$140 million as of December.

"How do we keep our young people and how do we attract more young people?" Turner said. "No county stands alone. We really do depend on each other."

Turner also is senior vice president of Metal Technologies, a manufacturing firm with seven plants in the Midwest, including a plant and headquarters in the small city of Auburn about 15 miles north of Fort Wayne, in adjoining DeKalb County. Turner cited an example of how one community impacts another: recruitment of talent like metallurgists and engineers to its plant, as well as white-collar employees to its headquarters, hinges in part on a healthy metropolitan Fort Wayne.

"A lot of those people come from metropolitan areas and they are looking for attractive cities where they want to live," he said.

It has been recognized for more than a decade that Northeast Indiana needed to look beyond conventional thinking, as it endured some of the same Rust Belt pains that afflicted Michigan.

A 2003 study by the Northeast Indiana Corporate Council, an affiliation of regional CEOs, noted that workers in the three-county Fort Wayne metropolitan region were earning 103 percent of the national average in 1979, a number that fell to 83 percent by 2000. Its population growth lagged the nation.

"A new way, new thinking, and new solutions are needed if Northeast Indiana hopes to retain its residents and attract new ones," the study concluded.

In 2006, area officials formed the Northeast Indiana Regional Partnership to help build a globally competitive regional economy. In 2010, it launched Vision 2020, to move the region forward under five pillars: job talent, competitive business strategies, entrepreneurship, infrastructure, and quality of life.

John Sampson, president and CEO of the partnership, said he believes the Regional Cities Initiative grant continues a journey already begun.

"This is an affirmation of our work together," he said.

He cited the completion in 2011 of a \$15 million medical sterilization facility west of Fort Wayne, in adjoining Whitley County. It was built with the aid of \$7 million in bonds from four area counties and other local incentives.

"They are here because of the collaborative nature of this region," Sampson said.

According to calculations of the Northeast Indiana Regional Partnership, the region has posted growth in per capita income five consecutive years, rising from 78.8 percent of national per capita income in 2009 to 80.9 percent in 2014. The increase amounts to a \$4.9 billion increase in personal income in the region.

"We are headed in the right direction," he said.

In Northeast Indiana, they're thinking bigger.

Disparities Act went into effect as a way to level out tax burden in the seven-county metropolitan region. Under the act, 40 percent of the growth in the commercial and industrial tax base is funneled into a shared pool. Communities with a lower per capita property value than average get more, while those with higher values get less. It shifts tens of millions of dollars a year among 240 local governments and school districts. In 2013, the shared tax base totaled nearly \$370 million.



Research has found that about 80 percent of the region's municipalities would have to raise taxes to maintain their level of services without the Fiscal Disparities Act. The Brookings Institution noted that revenue sharing has allowed Minneapolis and St. Paul to invest in vital services like policing and education, while many older suburbs in the region benefit as well.

The act also lowers the incentive for communities to compete for business by subsidizing expansions or trying to lure firms from neighboring communities, since they would net only 60 percent of the increased tax base.

Investment in the region's principal core cities — and state tax and investment policy that allocates about 36 percent more per capita for higher education — appears to have paid off. Minneapolis has a higher proportion of its residents with a four-year degree than its suburbs. Among 25- to 34-year-olds, 49 percent have a four-year degree or more. The Minneapolis-St. Paul metropolitan area has per capita income of \$50,260, 27th highest of 381 U.S. metro areas, according to the Bureau of Economic Analysis.

Lou Glazer, president of Michigan Future, Inc., a non-profit research organization, said the combination of regional planning and tax policies make Minneapolis-St. Paul a model for economic and quality of life success: "It is very powerful. To me the evidence is overwhelming that talent is concentrating in high quality of life places. You end up with two cities, and a region, which has become an enormous talent magnet."

CONTINUED ON PAGE 42

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"The day I went to the hospital, I was working here on my farm. I started to feel a bit poorly so I went back to the house to see if it would pass. At first it just felt like a stomachache, so even with my family history of heart attack, it really didn't occur to me I was having one. Unfortunately, the feeling kept getting worse, so my neighbor took me to my local hospital, Bronson LakeView. They quickly determined it was a heart attack and transferred me by ambulance to the cath lab at Bronson in Kalamazoo. From the time I was admitted to the time my heart was working right again, it took less than two hours. They were phenomenal. I'm really fortunate to still be here with my family. I owe that to the team at Bronson."

Joe, Paw Paw, Michigan

► To watch Joe's story and learn more about heart and vascular care at Bronson, visit bronsonpositivity.com/heart.

 **BRONSON POSITIVITY**SM



COVER STORY VIEWPOINT

GRAY SWOOPE

PRESIDENT & CEO OF VISIONFIRST ADVISORS
TALLAHASSEE, FLORIDA

Every Friday night in communities around the nation, high school football teams battle for bragging rights for their school and hometown. Unfortunately, this competition often goes well beyond the football field and spills over in to competition for things that would benefit communities to work together on such as business, investment, and jobs. Competition and rivalries can lead to an attitude of not needing other cities or counties to support regional economic development efforts and ultimately missed opportunities to further support the local economy. A community today cannot simply think that it can metaphorically build a wall around the city and support itself. It is not a sustainable strategy in today's global economy.

Having worked in economic development for over thirty years, I've witnessed numerous times when a regional approach to a competitive project, instead of a solo one, could have added new jobs and investment. On the other hand, I have seen regional approaches successfully compete on transformational projects and deliver economic results that positively impacted all in the region. The fact is businesses choose locations based on regional demographics and market factors. Supplies of customers, employees, and vendors do not stop at the city limits, county line, or state line. Regional economies are defined by the market. This impacts what the regional borders look like, not a boundary established by government.

The model to economic development success is regional. Several years ago, a good friend in this business introduced me to the term "coopertition." It is a word derived from the automotive industry years ago when competing U.S. companies would cooperate on solving industry-wide issues common to all of them. The core of the concept was that while companies compete, they can agree to cooperate on solving mutual issues to raise the bar of competitiveness. Coopertition is a strategy used today by many competing private sector businesses through research intuitions, strategic alliances, and other types of partnerships, each cooperating to solve common problems but knowing that in the end, their companies will still compete to sell product/services.

Regional economic development works the same way. In Southwest Michigan, you cooperate as seven counties to market the region, but in the end, compete for the business — co-opertition. This principle has not only worked for cities and counties but also for highly competitive states. In 2009, the states of Alabama, Florida, Louisiana, and Mississippi launched the Aerospace Alliance to promote the four-state region as an ideal location for aviation and aerospace companies to

do business. Instead of each state holding competing events at global air shows like Farnborough and Paris Airshows, the Alliance hosts one event with all four states participating. Last year in Paris, this four-state marketing event drew nearly 400 leaders of the world's foremost aerospace companies. By working together, the Alliance provided the venue to attract decision makers and each state was then responsible for its own business development activities.

The lessons to making a regional economic development effort work are simple: clear definition of the region (defined by the market), trust, business leadership,

Competition and rivalries can lead to an attitude of not needing other cities or counties to support regional economic development efforts and ultimately missed opportunities to further support the local economy.

and continued communication. In the end, it is the region working as a whole that enhances competitiveness.

Years ago, I read about how one might defend oneself against a bear attack. If you were to encounter a bear, you should grab sticks or limbs, hold them high above your head, and wave them to make yourself appear larger than you really are. Of course, I recommend not trying this theory in real life: just run! But the premise is the same for economic development. You take the local assets of all the communities, combine them into a regional footprint and make yourself appear larger than you would be alone. Collectively, the seven counties and 186 cities, townships, and villages in the Southwest Michigan region have a market of nearly 800,000 people and a workforce of approximately 378,000. Now that is a "market of interest" versus going it alone! For continued success, make coopertition part of the Southwest Michigan vocabulary.

Gray Swoope is president and CEO of VisionFirst Advisors. A recognized leader in economic development, Gray Swoope has served both the public and private sectors for more than three decades, most recently as Florida's Secretary of Commerce under Governor Rick Scott's administration from 2011 to 2015. He has held leadership roles for a variety of organizations, as well as managed successful economic development entities, such as leading Enterprise Florida, Inc. as its president & CEO. You can learn more about his current company at www.visionfirstadvisors.com.



COVER STORY VIEWPOINT

MICHAEL A. FINNEY

PRESIDENT AND CEO OF COMMUNITY
VENTURES OF MICHIGAN

What's Next? Connecting "Structurally Unemployed" Statewide with Career Pathways out of Poverty

When the housing crisis hit in the mid-2000s, millions lost their jobs. Licensed homebuilder and Saginaw resident Jeff Little was one of those affected. Jeff lost his job in 2006 and soon, his wife was unemployed as well. Struggling to make ends meet every month, he became self-employed and worked on and off while searching for a full-time job.

EDITOR'S NOTE:

Collaboration takes many forms. One of the most impactful that 269 MAGAZINE has seen is Community Ventures, a collaboration of local, state and federal agencies, local schools and community colleges, and most importantly business, that embrace our belief that the greatest force for change is a job.

For eight years, his efforts to land steady employment were unsuccessful until he got involved in an innovative public-private partnership developed to help create long-term career opportunities.

Community Ventures, launched in October 2012 by the Michigan Economic Development Corporation (MEDC), helps eligible "structurally unemployed" individuals, living in four of the state's most economically distressed communities, pursue career opportunities at Michigan companies. The communities

are Detroit, Flint, Pontiac, and Saginaw.

Criteria for program eligibility include limited education, extended joblessness, low income, disability, or past incarceration. Veterans meeting any of these criteria are considered priorities. The goal is to place 1,000+ structurally unemployed residents per year into employment.

Community Ventures works cooperatively with local community and talent partners like Goodwill Industries, Saginaw Business and Education Partnership, Michigan Department of Human Services, Detroit Employment Solutions, Jewish Vocational Services (JVS), and others to find and screen eligible employees.

A connection is then made with participating employers, recruited by the Community Ventures team, who commit to providing full-time, sustainable jobs that pay living wages. Employers receive on-the-job training funds for each positioned filled, to mitigate hiring risks.

As part of the program, local community partners provide extensive post-employment support services like transportation, job coaching, child care, and adult education depending on participant needs.

In 2014, Jeff landed his first full-time job in nearly a decade. Working with the Saginaw Business and Education Partnership, Jeff was identified as a good Community Ventures candidate and was hired at Nexteer Automotive, a Saginaw-based auto supplier.

Conventional workforce programs have focused on skills training that typically do not have direct connections to employer immediate needs. Through Community Ventures, we have flipped that around by working directly with employers to ensure that program participants gain access to real jobs that set them on a sustainable path to independence.

Nearly three-and-a-half years into the program, Community Ventures has placed more than 4,000 structurally unemployed people into long-term employment with more than 150 companies.

There are about 300,000 people in Michigan who meet the definition of structurally unemployed. What if, instead of 1,000 people a year in Detroit, Flint, Pontiac, and Saginaw, we targeted 10,000 to 15,000 across the state? Imagine what would happen to unemployment and poverty in our state if annually 15,000 structurally unemployed people were successful in finding living wage jobs.

The challenge now is to scale it on a statewide basis.

In his 2016 budget, Governor Snyder included \$10 million to continue the Community Ventures program in the four target communities. Expanding the program's reach, however, will require additional funding. With state budget priorities as they are, relying on public dollars alone isn't feasible.

We have an opportunity to help write thousands of similar stories for Michiganders living in poverty.

One area we are looking at engaging is Michigan's philanthropic community. Michigan has more than 2,275 foundations and they made grants in the amount of \$1.49 billion in 2011, according to data from the Foundation Center. We feel that a talent development initiative like Community Ventures that promotes social enterprise would be a good fit for many foundations in the state.

Our long term funding plan is to pursue social impact bonds. With social impact bonds, governments team up with private sector investors, using a pay for performance model, to create and fund social programs like Community

CONTINUED ON PAGE 42



The Wake Up! Breakfast Series

2016 EVENTS & PROGRAMS

**WAKE UP BREAKFAST WITH
JAN FIELDS
PRESIDENT, RETIRED
MCDONALD'S USA, LLC**

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1609 WHITES ROAD
KALAMAZOO, MI 49008

WEDNESDAY, APRIL 13, 2016
7:30 AM TO 9:00 AM
\$25 CHAMBER/COUNCIL
\$50 NON-CONTRIBUTOR
OF SOUTHWEST MICHIGAN FIRST

**WAKE UP BREAKFAST WITH
MIKE JANDERNOA
FORMER CEO,
PERRIGO COMPANY**

KALAMAZOO COUNTRY CLUB
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KALAMAZOO, MI 49008

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To compete in today's economy, Michigan businesses must find and keep skilled talent. Michigan Works! Southwest can help identify the skilled workers your business needs to thrive and grow. For more than 40 years, we have combined hands-on experience finding, training and retaining talent with the world-class research capabilities of the W. E. Upjohn Institute for Employment Research.

The roots of this relationship trace back to the Great Depression, when Dr. W.E. Upjohn began a grand experiment to help displaced workers in his community. Today, nearly 85 years later, Michigan Works! Southwest continues this commitment by leading innovative talent investment solutions that meet the current and emerging needs of your business.

MICHIGAN
WORKS!
Southwest

Branch, Calhoun, Kalamazoo & St. Joseph Counties

michiganworkssouthwest.org

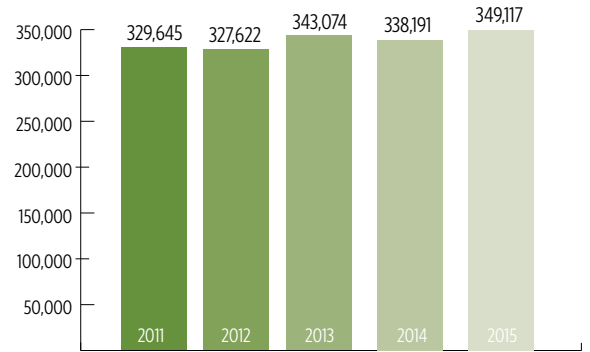
HOUSEHOLD INCOME



Source: U.S. Census American Community Survey

Year	Annual Trend
2006-2010	
2007-2011	0.85%
2008-2012	-2.16%
2009-2013	2.35%
2010-2014	1.89%

Year	Annual Trend
2011	
2012	-2,032
2013	+15,452
2014	-4,883
2015	+10,926

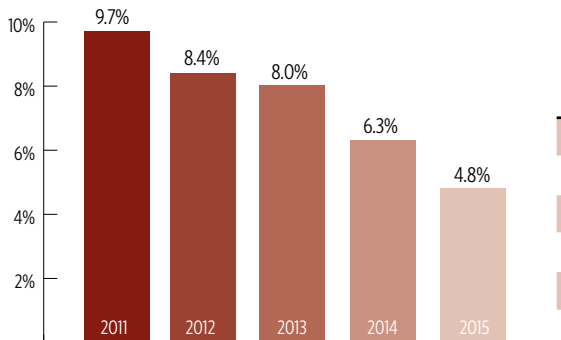


Source: U.S. Bureau of Labor Statistics, Employment in the Month of January, Not Seasonally Adjusted

JOBS



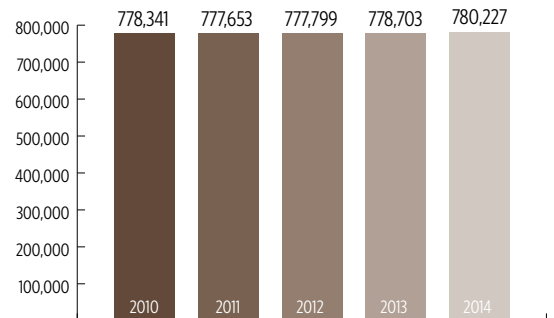
UNEMPLOYMENT



Source: Bureau of Labor Statistics - Local Area Unemployment Statistics, Annual Average, Seasonally Adjusted
*Preliminary

Year	Annual Trend
2011	
2012	13.2%
2013	5.20%
2014	21.9%
2015	23.4%

Year	Annual Trend
2010	
2011	-0.09%
2012	0.02%
2013	0.12%
2014	0.20%



Source: U.S. Census Estimates

POPULATION



1



1

float

FLOAT



2

1. Kalamazoo River

Canoe the Kalamazoo River leisurely or bring along your fishing gear to multiple access points on this extensive Southwest Michigan river.

http://www.michigan.gov/dnr/0,4570,7-153-10364_53405-302987--,00.html

Kalamazoo County

2. Rotary Park

Launch your canoe or kayak into the Messenger-Hodunk chain of lakes where you can experience an abundance of wildlife. Rotary Park is a scenic starting point to access the Coldwater River, South Lake and Cemetery Lake. <http://www.coldwater.org/CommunityResources/Parks.html>

Coldwater | (517) 279-9501

3. Dr. T.K. Lawless Park

Explore 820 acres of nature as you bike through Dr. T.K. Lawless Park. The 10-mile bike trail provides a soothing ride with scenery including fields, trees and a swamp. <http://www.casscountymi.org/CountyParks/DrTKLawlessPark.aspx>

Jones | (269) 445-4456

4. Yankee Springs State Recreation Area

Yankee Springs State Recreation Area provides mountain biking trails in distances between one and 12 miles. Gaze over the water of nine different lakes that welcome fishing and beach visits.

<http://www.michigandnr.com/parksandtrails/details.aspx?id=511&type=SPRK>

Middleville | (269) 795-9081

5. Portage Bikeway

The Portage Bikeway boasts 55 miles of interconnected trails and roads. Choose to stay off-road and pass through the Celery Flats or Bishop's Bog Preserve or connect with main roads to bike past Portage's retail areas.

<http://www.portagemi.gov/Departments/PRSCS/ParksRecreation/PortageBikeway.aspx>

Portage (269) | 329-4522

6. Harbert Road Nature Preserve

Enjoy a woody bike ride and take a moment to enjoy the wetlands attracting mallards and blue and green herons. <http://www.michigan.org/property/harbert-road-nature-preserve/>

Harbert | (269) 469-1676

7. Texas Drive Park

Texas Drive Park offers visitors a recreational ride around a ¾ mile trail surrounding the park. The trail is in the process of expansion and is anticipated to open in October 2016.

<http://www.texas township.org/parks-recreation/> Kalamazoo | (269) 375-1591

8. Kal-Haven Trail State Park

We've said it before and we'll say it again, spend a day biking this woody trail, and cool off afterwards in South Haven at Lake Michigan.

<http://www.kalhavenbiketrail.com/> Kalamazoo | (269) 372-2655



3



4



5



5



6



7



8

bike

BIKE

6

IMAGES JUSTIN LEONARD [CREATIVECOMMONS.ORG/LICENSES/BY/2.0/LEGALCODE](http://creativecommons.org/licenses/by/2.0/legalcode), DANIELLE BLUE [CREATIVECOMMONS.ORG/LICENSES/BY-ND/2.0/](http://creativecommons.org/licenses/by-nd/2.0/), CHRIS BRITTON [CREATIVECOMMONS.ORG/LICENSES/BY-ND/2.0/](http://creativecommons.org/licenses/by-nd/2.0/) LEGALCODE, BRIAN RAWSON-KETCHUM [CREATIVECOMMONS.ORG/LICENSES/BY-SA/2.0/](http://creativecommons.org/licenses/by-sa/2.0/), RACHEL KRAMER [CREATIVECOMMONS.ORG/LICENSES/BY/2.0/LEGALCODE](http://creativecommons.org/licenses/by/2.0/legalcode), BRANDON ADDRESS A JOYFUL PROCESSION,

9. Kalamazoo Nature Center

With something to offer in every season, the trails surrounding the Kalamazoo Nature Center are the perfect place to enjoy wildlife and stay active. <http://www.naturecenter.org/Kalamazoo> | (269) 381-1574

10. Sarett Nature Center

This nature center's focus on environmental education will give a sense of community as you embark on your next hike. Exploring wildlife is encouraged on the beautiful 8-mile trail. [http://sarett.com/Benton Harbor](http://sarett.com/BentonHarbor) | (269) 927-4832

11. Fred Russ Forest Park

One of the most popular parks in Cass County, Michigan, Fred Russ Forest Park sits within the 580-acre Fred Russ research forest. Hikers can appreciate the area's history and enjoy accommodations including fresh well water. <http://www.casscountymi.org/CountyParks/FredRussForestPark.aspx> Decatur | (269) 445-4456

12. Grand Mere State Park

Relax with a hike through sand dunes of the Lake Michigan shoreline at Grand Mere State Park. Beautiful views also incorporate undeveloped areas of three inland lakes. <http://www.michigandnr.com/parksandtrails/Details.aspx?type=SPRK&id=450> Stevensville | (269) 426-4013

13. Madeline Bertrand County Park

Roam the trails of Madeline Bertrand County Park, located along the St. Joseph River. Hikers enjoy the calm atmosphere of pine and oak forests. <http://www.berriencounty.org/Parks/MadelineBertrand> Niles | (269) 683-8280

14. Van Buren State Park

Sand dunes attract regional tourists to this beachy park filled with wooded trails. Make your visit a true getaway with a stay at the campgrounds just a few miles from the trails and shoreline. <http://www.michigandnr.com/parksandtrails/Details.aspx?type=SPRK&id=502> South Haven | (269) 637-2788

15. Vicksburg Trailway

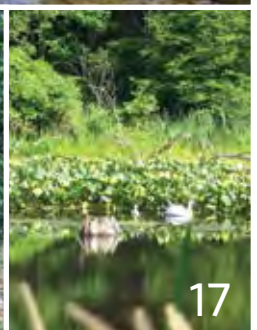
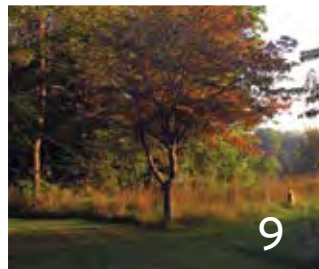
A railroad corridor turned paved trail navigates through dense woodlands. The trail passes through the Vicksburg Recreation Area and connects to Village of Vicksburg neighborhoods. <http://www.vicksburgmi.org/parks/Vicksburg> | (269) 649-1919

16. Ott Biological Preserve

Refresh with the greenery of Ott Biological Preserve, considered to be Calhoun County's "hidden gem." <http://www.calhouncountyroads.com/parks/ott-biological-preserve/> Battle Creek | (269) 781-9841

17. Scotts Mill County Park

Trails meander past agricultural and historical interest points at Scotts Mill County Park, first settled in 1836. <http://www.kalcounty.com/parks/scottsmill/index.html> Scotts | (269) 383-8778



HIKE

NORTHWOOD BRAD NORTHWOOD'S BLOG, CHUCK STULL KALAMAZOOSEASONS.BLOGSPOT.COM, REMAINDER COURTESY OF THE RESPECTIVE PARKS AND SOUTHCOUNTYNEWS.ORG



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WHERE STUDENTS AND EMPLOYERS FIND THEIR FUTURE

8,614

jobs are currently open in the region.

Pure Michigan Talent Connect, December 2015



Like you, we're passionate about economic growth in Southwest Michigan! One of the ways we can work together to ensure a strong and steady future for our region is by sharing great experiences with our emerging leaders. By posting your available internships, you're creating opportunity for the leaders of tomorrow and giving your organization access to amazing talent.

SOUTHWEST MICHIGAN WORKFORCE FORECAST

Nielsen, Southwest Michigan Workforce Demographic Snapshot 2015

45%

BABY BOOMERS

In 2015, almost **33%** of the U.S. workforce, including **48%** of supervisors, is eligible to retire.
U.S. Social Security Administration

On average, **10,000** Baby Boomers retire every day in the U.S.
U.S. Social Security Administration

28%

GENERATION X

This U.S. workforce segment can only grow from immigration or a significant return of those displaced during the Great Recession to the labor market.

Pew Research Center, May 2015

27%

MILLENNIALS

More than one-in-three U.S. workers today are Millennials. They surpassed Generation X to become the largest share of the U.S. workforce at the end of 2015.

Pew Research Center, May 2015

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A CONVERSATION WITH **CARRIE PICKETT-ERWAY** PRESIDENT/CEO

WHAT THEY DO The Kalamazoo County Foundation is a community resource serving the entire Kalamazoo County area. When people give charitable gifts to the Foundation, we grow those gifts through investing into permanent capital, and then we give those resources out in the form of grants.

LOCATION The corner of Pitcher and Michigan Avenue in the heart of downtown Kalamazoo – what we’re calling the east edge of downtown.

NUMBER OF EMPLOYEES 30

THE VIBE It’s a space that says, “Come in!” It’s welcoming, engaging, and accommodates the diversity of the community that we serve. There are tiny little details throughout the space that send the messages, “We want you here. You’re welcome here. This is a place where we work with the community.”

SIZE Approximately 8,500 of our total 16,165 square feet are set apart for community meeting space.

BACKSTORY We were gifted the building by the Arcus Foundation and Jon Stryker, who also contributed resources to the foundation, along with a handful of private donors throughout the community. We moved into the space Labor Day weekend, September 1, 2014.

Our building was a train station from 1874 through 1958. Between 1958 and our arrival, it had been used for a variety of purposes, including the Whistle Stop Restaurant and home to the Arcus Foundation. After Jon Stryker and the Arcus Foundation renovated the building, it won a State of Michigan Historic Preservation Award and was placed on the National Register of Historic Places.

THE SPACE SAYS Because it has this history to it, and because it has the fresh, new, contemporary feel, it’s the best of both worlds. As amazing as this space is, it’s the people who fill it that give it the energy and make it come to life. In this space, that’s as much about the community that comes here as much as it is the people who work here.

STORY PAMELA PATTON

IMAGES COURTESY THE KALAMAZOO COMMUNITY FOUNDATION



Journeyman Distillery

CREATING LIQUID SUNSHINE

It's All About the Handmade Art

STORY PAMELA PATTON

IMAGES MATT CARUSO &
JOURNEYMAN DISTILLERY

LOCATION

109 Generations Dr. Three Oaks, MI 49128

COUNTY

Berrien

YEAR FOUNDED

2011

WEBSITE

journeymandistillery.com

WHAT THEY MAKE

Journeyman Distillery creates spirits the artisanal way, crafting organic-certified and locally-sourced whiskey, gin, vodka, rum, and more in a 19th-century building that once housed a corset and buggy whip factory. The distillery exists to prove that great whiskey can be made one small batch at a time. The tasting room allows visitors the opportunity to sample spirits and learn what makes each unique. Visitors can also take a tour to learn how spirits are made or stop by the company's new restaurant, Staymaker, which specializes in small-batch food.

WHAT SETS THEM APART

Journeyman Distillery spirits are organic and kosher-certified; something that can only be said about a handful of spirits worldwide. Grain is sourced from Michigan, Illinois, and Wisconsin, and milled on site to retain its maximum flavor. Its first whiskey was a rye back before rye had become the trendy whiskey of the day. Its gin predominantly features the bilberry, a fruit native to Scotland that the company's owner, Bill Welter, came to love while living there.

WHAT'S IN BATCH

Committed to support the organic movement, the company goes through about 5,000 pounds of organically-grown grain each week. Twelve gallons of whiskey are hand-made per day taking 10 to 12 hours to distill.

NOTABLE PRODUCTS

Silver Cross Whiskey

Bilberry Black Hearts Gin

WHERE SOLD

Journeyman Distillery spirits can be found in stores, restaurants, and bars in thirteen states, including Michigan, Indiana, Illinois, Wisconsin, and Washington, D.C. They are available as far west as California and as far east as Germany.

ANNUAL PRODUCTION

16,000+ cases were sold in 2014.

LAST EXPANSION

In September 2015, Journeyman Distillery opened Staymaker, a restaurant located at the distillery that grew the workforce by more than 20 employees. It also added a second production facility, capable of quintupling output in the future.

WHO WORKS THERE

Six distillers keep the production facility running and producing award-winning spirits. Hostesses, servers, bartenders, retail shop workers, and the head chef and cooks help the restaurant and tasting room offer exceptional customer services, drinks, and food.

THE TEAM

The Journeyman Distillery family functions as one big team with everyone ready to lend a hand. Gatherings throughout the year keep everyone close and keep morale high. It's a fast-paced environment that's always changing, but each day ends with the smile of a happy customer.

NOW HIRING

Journeyman Distillery is always on the lookout for new team members who are personable, friendly, and committed to the highest level of customer service.

Resumes can be sent to
greatwhiskey@journeymandistillery.com

Red Arrow Vodka

Barrel Aged Road's End Rum





STORY

PAMELA PATTON &
HEATHER BAKER

ILLUSTRATION

UNDREY SHUTTERSTOCK.COM

IMAGES COURTESY OF
LAKELAND HEALTH

Fifth grade social studies properly familiarized us with Merriam-Webster's definition of culture as the ways that a society, group, or place thinks and behaves. Lessons focused on the Inca Empire or ancient Greeks predisposed us to imagine the definition of culture to equate with people walking around dressed, speaking, and acting alike based on the time and place in which they lived. Little did it occur to us as fifth graders what we know now as adults ... we are part of many cultures and can change clothes as we move in and out of them: country, state, city, family, clubs and, yes, the organizations or corporations for which we work.

The top performing corporate cultures are unique and characterized by a countless factors. According to James L. Heskett, UPS Foundation Professor of Business Logistics, Emeritus at Harvard University's Graduate School of Business Administration, culture "can account for 20 to 30 percent of the differential in corporate performance when compared with 'culturally unremarkable' competitors." Yet, most studies on this topic pare it down to five or six common characteristics. John Coleman's study for Harvard Business Review identifies six for a lasting organization: vision, values, practices, people, narrative, and place.

When it comes to strategically building corporate culture, those six characteristics do make sense. But, there are times when logical, well-thought-out practices are not enough to achieve desired results. There's an elusive seventh component to building corporate culture out there.

Lakeland Health, headquartered in St. Joseph, Michigan, knows where to find it.



A Heartfelt Culture

Lakeland Health, is a not-for-profit, community-owned health system that includes three hospitals, two long-term care facilities, an outpatient surgery center, a cancer center, a hospice and palliative care residence, rehabilitation services, homecare, laboratory services, diagnostic imaging, and 34 affiliate primary and specialty physician practices.

Lakeland employs nearly 4,000 associates who provide clinical and support services throughout Berrien County, where the median income is 70 percent of the national average, the incidence of chronic diseases is substantially higher than the norm, and where there are a disproportionate number of seriously ill and often uninsured patients.

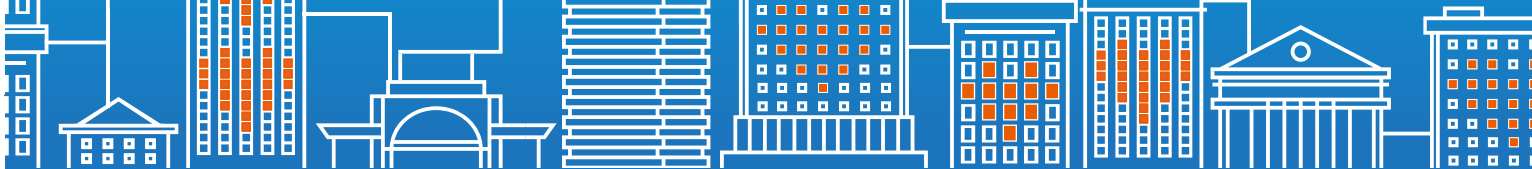
If that weren't enough, there was a time when Lakeland's patient satisfaction scores fell between the 25th and 50th percentile, which could result in a penalty in reduced reimbursement rates. Those scores pointed to workforce issues. This was worrisome for the employer located in a county with an estimated 154,342 residents according to 2015 U.S. Census estimates and a workforce of roughly half that 73,751. Furthermore, only 17 percent of total residents hold a bachelor's degree or higher and are highly sought after by local manufacturers. There a tough competition for resources.

So, how could Lakeland reinvent the experience of healthcare for its patients without having to go outside for employees? By reinventing its culture.

Norma Tirado, Vice President of Human Resources and Health Information Technology at Lakeland knows a lot about Lakeland's culture. "Culture is the heart and soul of the organization — who you are, what you value, what your priorities are, and how you operate," says Tirado. "It's what you do when no one is looking." But at Lakeland, the definition goes further. "Culture includes a lot of the things you don't see, but you feel in the organization. How you treat people. How you treat patients. How you treat visitors."

At Lakeland, as in many organizations, culture is at the heart of everything Lakeland associates do. But in response to poor patient scores, Lakeland underwent an intense 90-day campaign to put some heart in their culture.

Tirado says, "We changed the mission in human resources to be 'to love our associates' so that they can deliver competent, compassionate care. It's just one of the things we're trying to do; look at every single one of our policies and reframe it in a way that is not geared towards the lowest common denominator.



Lakeland Health Traits

TEAMWORK

Highly effective and reliable teams deliver exceptional patient care.

RESPECT

We value the opinions, beliefs, and desires of those with whom we work and those who it is our privilege to serve.

ACCOUNTABILITY

We will take responsibility for all that happens within our areas.

INSPIRATION

Through our words and actions, we will strive to inspire those around us to be their best and to give their best.

TRUST

We will behave, and ensure that others behave, in ways that are always ethical and unquestionably honest.

SAFETY

Each and every day we will remain focused on preventing harm to patients, visitors, and associates.

It shows that we care. For example, we changed our policy for corrective action to a professional standards policy. We don't want to focus on the steps of disciplinary action; we want to focus on the conversations needed to bring about change."

"Another iteration of our culture change was to shift our focus from trying to doing. We wanted to reward results, not hard work. Many associates would tell me, 'I'm such a hard worker.' I'd reply, 'Great, but what do you get done?'"

And while most organizations have a list of values, Lakeland refers to them as "traits" that every associate in any position should demonstrate.

Put a "Lot" of Heart Into It

Of course, a shift in corporate culture takes more than changing names and revising forms. Jim Collins, business consultant and author of the bestsellers *Good to Great* and *Great by Choice* would agree, "Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline." A good example of this shift is Lakeland's "Bring Your Heart to Work" campaign that challenged associates to bring their hearts to work as well as their professional skills. The message was simple: "We're going to touch the hearts of our patients by making sure they know not only how well we care for them, but how much we care about

them. We're going to learn to be more loving."

And the challenge has now become an ingrained part of Lakeland's culture. "In our organization, associates wear a badge and a badge backer that has spaces for four little hearts. Every time an associate demonstrates compassion,

love, caring, or one of our traits, they get a small heart. Collect four small hearts, and receive a large heart. So if you're seeing an associate with several large hearts, you're in good hands," explains Tirado.

Another significant shift took place in the form of performance evaluations. The form shrank from multiple pages to a single sheet document and is now referred to as an appraisal. Tirado summarizes the process, "Associates care that we do an appraisal. The form is online, and associates fill it out, listing their accomplishments and so forth. They send it to their leader, and their leader has just one empty box for their response. The focus of the conversation is, 'What do you want to be when you grow up? Where do you want to go? What do you want to do? What do you want to be doing next year? Are you happy where you are? Do I need to do something different?' They're more like performance conversations."

What advice would Tirado give to someone trying to implement changes to a dysfunctional corporate culture? "I would tell them to listen for a while and listen to everybody. Particularly listen to people who have complaints or problems because I think that's where the opportunities are going to come from to truly change. Then engage both formal and informal leaders in building a compelling vision that people can be inspired to follow."

She continues, "You have to help people find ways to inspire themselves, too. It's not all about the leader inspiring people to change, but it's also about people finding their own inspiration in what they do, how they do it, and who they do it with. One of the culture models that I strongly believe in is the Great Place to Work Trust model. It talks about trust and building trust within the organization. If you're going to change a culture, you first have to develop trust."





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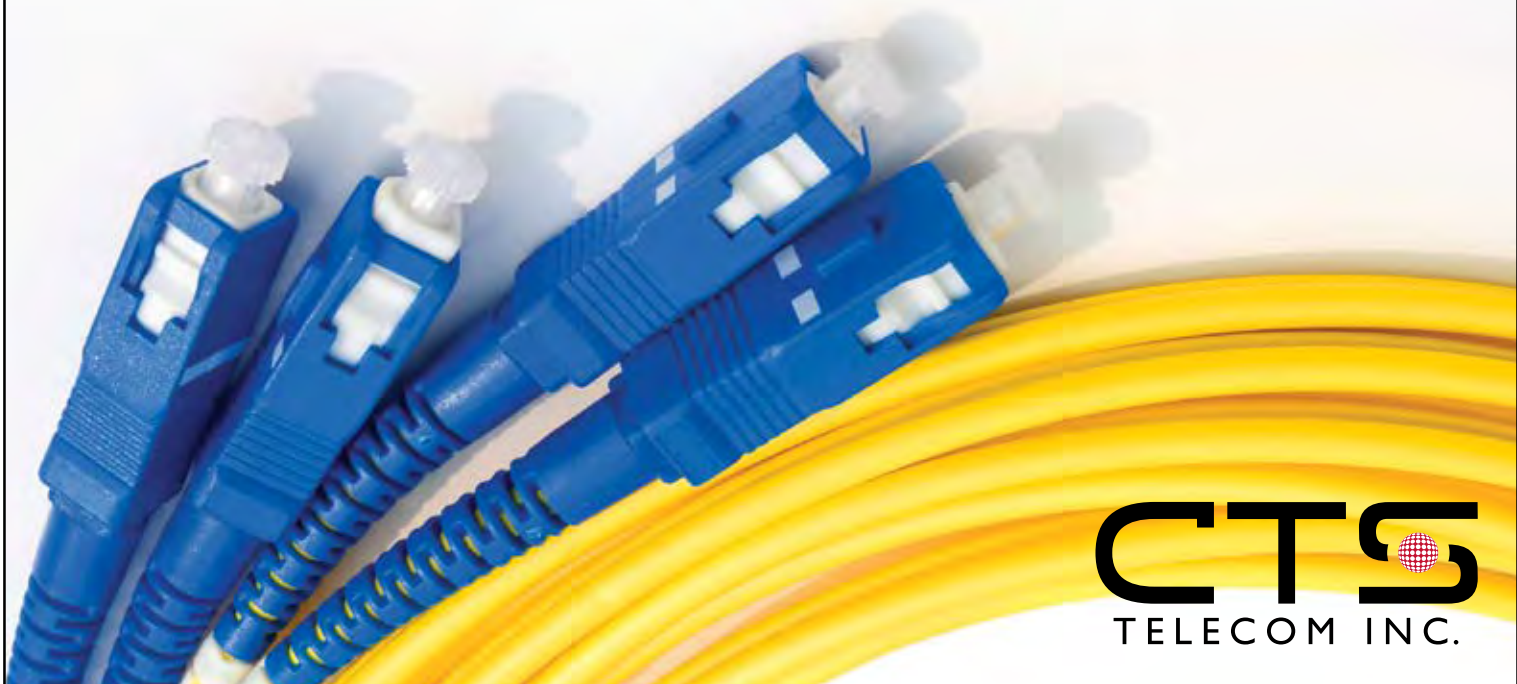
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Hakuna Matata... Corporate Wellness is the Circle of Life

STORY PAMELA PATTON
& HEATHER BAKER
IMAGE RAWPIXEL.COM
SHUTTERSTOCK.COM
& MATT CARUSO

Corporate Wellness. Those two words bring to mind smoking cessation programs, weight loss challenges, cooking classes, and myriad other efforts by corporations to encourage employees to become healthier or, let's just say it, "well."

That was then. Now, corporate wellness isn't about contests and rewards. It's about strength — corporate strength. The definition of corporate strength is not literally how physically strong employees are or how fast the team from accounting ran the half marathon last week. Corporate wellness is about getting employees completely on their game, maximizing their performance, raising their overall output, and impacting their general sense of wellbeing.

But, it takes a strong commitment — by both the individual and the corporation. It's an active process of becoming aware of and making choices toward a healthy and fulfilling life. The World Health Organization defines wellness to be "a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity."

Wellness can very well be the key to the circle of life. According to research from the University of California, Davis, "Wellness matters because everything we do and every emotion we feel relates to our well-being. In turn, our well-being directly affects our actions and emotions. It's an ongoing circle. Therefore, it is important for everyone to achieve optimal wellness in order to subdue stress, reduce the risk of illness and ensure

positive interactions."

Stacie VanLuven, a wellness consultant at The Studio: A Personal Health Path is helping corporations and their employees take this more holistic approach.

"For the longest time, the wellness industry focused on eating well and exercise and maybe getting enough sleep. We might take your blood pressure and cholesterol and get your numbers. We'd have classes on how to make a healthier lunch, how to be healthier through the holidays, how to get the right fitness program, such as we're all going to walk to Kansas as a group. It was good, but it was exhausting. Why? Because, I felt like I was begging people to get healthier, and when the program ended, everyone went back to their old habits," VanLuven recalls. "We gradually realized that physical wellness is just one component. Overall wellness has more to do with happiness and overall life satisfaction than how physically fit one is."

"We gradually realized that physical wellness is just one component. Overall wellness has more to do with happiness and overall life satisfaction than how physically fit one is."

Of course, the formula to corporate wellness isn't as simple as happy employees equal healthy employees. VanLuven's approach asks program participants to become more engaged in their life to live their best life. "We're the ones to say, if you're not living your best, it's hurting you in every area. You're not good at work. You're not as good at home; nothing's working. That was our first shift in how we approached wellness."



STACIE VANLUVEN Wellness Consultant,
The Studio: A Personal Health Path

VanLuven continues, “The second big shift was we stopped giving advice and shifted to intrinsic coaching in which participants discover the things that truly matter to them. That’s where the problem solving begins. Simply giving advice doesn’t work with most people. Instead of telling them what to do, we ask, ‘What can you do to make your situation better?’”

VanLuven recalls one recent sales call. There were two women in the room. One was a marathon runner who was going

“So who’s healthier: The slender marathon runner who is stressed or the slightly overweight woman content with simply going for a walk? Overall, the second woman. Stress and unhappiness are more detrimental to your health than a few extra pounds.”

through a nasty divorce. The second was a woman who didn’t go to the gym. She enjoyed long walks, and traveling with her husband in their RV. The marathon runner asked VanLuven to encourage the walker to exercise more. “So who’s healthier: The slender marathon runner who is stressed or the slightly overweight woman content with simply going for a walk? Overall, the second woman. Stress and unhappiness are more detrimental to your health than a few extra pounds.”

How does VanLuven design a program that’s going to help somebody live longer and be healthier? “By knowing what matters to them and what they want — and only they know that. Now, when we coach, we ask them, ‘What do you want? What do you want to change? What is challenging you?’ They may say, ‘I want to lose 20 pounds. I want to clean up my finances. I’m worried about my kids.’ We dig until we get to the emotional level that connects to their purpose. If we can get them to their purpose, they will come up with a plan. When they come up with a plan, we’re there to help. Suddenly, corporations have employees who are more aware of what they want and more aware of where their priorities are. It makes that big dilemma of work-life balance make sense.”

And how do corporations benefit? “Previously, the goal was to cut insurance costs. Today, although companies are still interested in cost-cutting, they also understand that healthier people are more productive at work. They’re more engaged. They’re more productive. Someone who is happy is more productive and someone who is healthy is more productive. When you have that combination, you have your most productive person.”

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OF

THE
CULTURE,

PRODUCTION,

IN

STORY PAMELA PATTON
& HEATHER BAKER
IMAGE COURTESY OF
SCOTT BELSKY

CREATIVITY, & CREATIVITY,

When it comes to wine, the difference between a good year and a bad year comes down to the conditions in which the grapes were grown.

When it comes to corporate performance, the difference between a good year and a bad year comes down to sales.

2015 was certainly a good selling year for those who blended creativity with productivity.

Apple's January 26, 2016 press release reported record results for its fiscal 2016 first quarter ended December 26, 2015. The Cupertino, California technology giant posted record quarterly revenue of \$75.9 billion and record quarterly net income of \$18.4 billion. "Our team delivered Apple's biggest quarter ever, thanks to the world's most innovative products and all-time record sales of iPhone, Apple Watch and Apple TV," said Tim Cook, Apple's CEO.

Adele's album *25* sold over 7.4 million units during the last six weeks of 2015. The Grammy-winning artist's single "Hello" made it the top-selling digital and physical album of 2015, accounting for over 3 percent of every single album

sold during 2015 and a colossal 16 percent of the albums sold in the final weeks of the year. Selling over 3.3 million units during its initial release week, the album catapulted past the former record set back in 2000 by *NSYNC's *No Strings Attached* which sold over 2.4 million units.

Less sexy than technology or music, automotive industry players also put up some impressive numbers in 2015. AutoGuide.com reports that the Toyota Corolla did something no vehicle has ever done in history. Selling more than 1.3 million units worldwide, the Corolla retained its title of world's best-selling car after its sales climbed 4.7 percent in 2015.

Putting up these kinds of numbers takes the coordinated commitment of an entire team. While some may argue that

Adele is a solo artist, it can be argued that there are a lot of talented people supporting her vocal engine behind the scenes. So, what makes results like these happen?

Scott Belsky, founder of the on-line portfolio site, Behance, says it's a blend of creativity and productivity. But how does Belsky define the two? "Creativity is having a genuine interest, combined with initiative. When there's something that you really, really love and are obsessed with, to the point where you'll hold your eyes open at night to keep reading about it, and you'll stay awake to keep thinking about it, combined with initiative — the desire to actually do something with it, to do something new and explorative with it — to me, that's creativity."

"Productivity is your ability to make an impact. You can have a genuine interest and initiative, but if you have no productivity, you'll never make an impact. That's why I think creativity plus productivity is the lethal combination that changes the world as we know it."

In addition to serving as Adobe's Vice President of Products-Community and Head of Behance, Belsky is the author of the international bestselling book *Making Ideas Happen*. He has also guest lectured at Cornell University, Harvard University, VCU Brand Center, and UC Berkeley among other institutions. In 2010, Scott was included in *Fast Company's* "100 Most Creative People in Business" list. Needless to say, he's a busy guy. So how does Belsky personally structure his professional life to maximize productivity?

PRIORITIZE AND SAY NO.

"I'm constantly trying to prioritize and force myself to say 'no.' By default, I always want to say 'yes', but realize that I'm robbing the priorities of my life, the time that they require, by trying to say 'yes' to everything. I think part of it is constant prioritization and to bring more discipline into your life. For example, I'm a meticulous list keeper. Specifically actionable lists, 'to do' lists. I try to write down everything that I need to do. I start everything with a verb, so it's actionable. I always assign a due date. If you don't assign deadlines to anything you know you need to do to move the ball forward, it will never get done. I think you also need to ritualize the idea of tending to your 'to do' lists — constantly cleaning it. It's okay to find things that you said you were going to do and decide not to do them. That's a very

"Creativity is having a genuine interest, combined with initiative."

healthy thing, and it should happen ritualistically throughout your week. I take time, usually every evening, where I go through and clean my list. Reprioritize. Change due dates.”

MAKE A LIST AND CHECK IT MORE THAN TWICE.

Making lists and setting and rearranging priorities are habits that Belsky has developed to keep himself on track. Another is writing things down. “Whenever I’m having conversations with people or am in meetings, I require that myself and others write things down. I feel like if it wasn’t captured, it will never happen. I think it’s important to have a culture of capturing action where everyone is expected to capture action steps and also has permission to call each other out on letting something slip.”

FOCUS ON WORK THAT MATTERS.

“There are a lot of company cultures that have a lot of politics and posturing. A lot of cultures that require meetings for no reason other than to make the leader feel like he or she is aware of what’s going on at the expense of everyone’s productivity. I think that a healthy culture allows people to focus their energy

on work that actually matters, and doesn’t have as many systems and processes that are just overhead, which is the result of misalignment. If people are not aligned on what’s important, you have to have meetings to prioritize and get people to be on the same page. When there’s no alignment on your team, and people have a different take on the mission or different priorities or different work habits, then you must instill process before you can attain culture.”

ALIGN WITH PEOPLE NATURALLY.

Belsky continues. “A great culture keeps people aligned naturally. A bad culture is one where people are constantly misaligned, and there’s a tremendous amount of overhead to get you back to square one. The most impressive companies that I’ve come across hire the right people. They’re hiring people who want to work there for the right reasons. They’re hiring people who have initiative over experience. They’re not just hiring superstars who can’t get along, but they’re hiring people who have a history of taking the initiative in what’s interesting for them. They are empowering people to make a lot of decisions on their own so that there isn’t too much unnecessary process

when it comes to taking action. They are minimizing the number of meetings that people have to be at just for the sake of it. They make meetings more action-oriented check-ins where people are standing, not sitting and getting comfortable.”

TAKE A TEAM-BY-TEAM APPROACH.

When talking about culture, Belsky refers to “teams” as well as “companies.” “I distinguish between teams and companies because there are many different cultures within a company. Every team operates differently. I think that when you’re trying to boost the productivity of your organization, it’s on a team-by-team basis. I admire the execution of companies like Pinterest that have a fantastic culture. Or Uber, where a lot of the teams in the company operate as their own businesses to some extent to be liberated from some of the overhead of a large company. Certainly, at Behance we try to instill a lot of these practices. Google only holds standing (up) meetings. A lot of their teams don’t have regularly scheduled meetings for an hour where everyone sits down and gets comfortable, but they have standing meetings where they’re more actionable check-ins.

If the first step to building a great corporate culture is building a great team culture, how should a manager go about building that team in the first place? “One of the most important things a leader can do is hire the right team. So much goes into it. Two things that I would suggest that people think about: one is when you are looking at somebody’s resume, look down at the interests section. The section that has things like bonsai cultivation or badminton or ping pong or whatever the interests are, and ask the person what initiative they’ve taken in those interests. You’re trying to find evidence that the person takes initiative in what’s interesting to them, so you know that if you hire them and if they’re interested in what you’re doing, what you’re trying to achieve, that they’ll continue this history of taking the initiative in what’s interesting to them.”

“The second thing I like to do which is somewhat unorthodox;

“A great culture keeps people aligned naturally. A bad culture is one where people are constantly misaligned, and there’s a tremendous amount of overhead to get you back to square one.”

CONTINUED ON PAGE 44



NEVER DOUBT

— that —

a small group of *thoughtful,*
committed citizens can

CHANGE
THE WORLD.

— MARGARET MEAD

(269) How did I get here?

INTERVIEW AMANDA HARRISON

WRITER PAMELA PATTON

IMAGE BARRY ELZ

1968 | Nelson Schupan, Marc's father, bought Konigsberg and Company.

"I give him a lot of credit. He was 48 at the time, had four children, two in college, not a lot of money to invest, but he had ambition and wanted to be his own boss. That's how we got started."

1971 | Graduated from Michigan State University

"I ended up teaching high school and coaching for three years. The most important thing about that time is that was when I met my wife."

"I've continued to be passionate about supporting college sports — mostly Michigan State, and more and more Western Michigan University because I live here."

1976 | Married his wife, Jeanne

1974 | Taking over the family business

"My father passed away in 1974. That's when I ended up taking over the business. It was sudden. Sunday was the funeral, Monday morning I went to work. Fortunately, the company was still pretty small because I had a lot to learn."

"I knew that my father would have wanted it called Schupan & Sons, so I changed the name."

"I've been into recycling before it was fashionable! If you think of the big picture, we have finite resources in the world and we really will need to make sure that we don't waste. A lot of times the use of recycled material is very economically sound."

1978-2006 | Raised Four Kids

"The three values that we hoped to impart to our children Shayna, Seth, Jacob, and Jordan growing up were: integrity, tenacity, and compassion."

1980s | Began Supporting Big Brothers Big Sisters

"In terms of community projects, number one for probably 30 years or more, has been Big Brothers Big Sisters. It probably always will continue to be. I love its mission

— and was honored when they named a facility after my (late) son Seth."

"My mother taught me, 'It's always easier to give someone the shirt off your back if you have another one.' We all have a responsibility to give back."

2000 to Present | Began continuous learning at Harvard Business School

"I love the saying by Wayne Gretzky, 'We don't skate to where the puck is. We skate to where it's going to be.' That's what I try to do. It's a lot harder now than it used to be. I still go to school every year for a week. That's important to me, to keep trying to learn. I don't think you're ever too old."

2005 | Favorite Vacation to Australia

"Australia is up there (in my list of getaways)...we went to the Great Barrier Reef. The beauty and ambiance there is incredible. But South Haven is great too."

2015 | Philanthropic Recognition

Marc & Jeanne receive the Distinguished Philanthropist Award from the Association of Fundraising Professionals West Michigan Chapter.

Marc receives the Red Rose Citation from the Rotary Club of Kalamazoo, the club's highest award for community service, in conjunction with Mike Seelye.

"I'm really proud of our people at Schupan & Sons. For example, in our United Way campaign in the Kalamazoo area this past year I think we had 94 percent contribute. We have about 250 people in Kalamazoo plants at all different wage levels and almost all are contributing. We've got to make a difference in our community, and those are the things that are important to me."

"Some of the best things are things that nobody knows about."

A close-up portrait of Marc Schupan, CEO of Schupan & Sons, Inc. He is a middle-aged man with grey hair, wearing glasses, a blue and white checkered shirt, and a dark blue jacket. He is smiling slightly and looking towards the camera. The background is a blurred brick wall.

MARC SCHUPAN

CEO OF SCHUPAN & SONS, INC.

2016 | Present (About Schupan & Sons)

“Besides our industrial recycling, we handle recycling, with a focus on aluminum, for about 700 industrial plants. We have a company that distributes aluminum and plastics for manufacturing with three plants, one in Kalamazoo and then two in Ohio, Dayton and Toledo. The Kalamazoo facility does a lot of manufacturing. We make parts for medical, automotive and office furniture.

We have an operation that handles the bottle bill in Michigan; we pick up from over six hundred of the major grocery stores in the state. We have a plant in Grand Rapids and one in Metro Detroit that does the processing.

We also have an aluminum melting operation in Wabash, Indiana and an electronics scrap recycling company that is headquartered in Kalamazoo.

We ship and recycle about a million pounds a day if you total everything from our facilities.”

ART & COMMUNITY

Belinda Tate

Executive Director
Kalamazoo Institute of Arts

314 South Park Street
Kalamazoo, MI 49007
www.kiarts.org

Where did you move from?

Winston-Salem, North Carolina. I was Director of The Diggs Gallery of Winston-Salem State University.

What attracted you to Kalamazoo?

From a social service perspective, I wanted to use the arts as a way of adding something positive and beautiful and fulfilling and thought-provoking to people's lives. The *Kalamazoo Institute of Arts* (KIA) is such a place that really engages people from all sectors of the community.

What should people know about the KIA?

The KIA's collection is incredible. People come here from all over the world who are just astounded to see the exquisite collection that we have ... and ... we have this phenomenal Kirk Newman Art School where people are able to attain a high level of mastery in the arts.

Why did you move downtown?

It's an incredible city ... an amazing international crossroads because our corporate sector has ties to every corner of the world.

Favorite restaurants?

My new favorite place is Principle Food & Drink. I'm a foodie. I love to eat and Kalamazoo has great places to eat. I love Food Dance as well. Saffron too. They're my three favorite places.

Favorite Southwest Michigan place?

The *Krasl Art Center* is lovely and right on the beach in St. Joseph so you can get art and the beach at the same time in one day.

You've been around the world?

Rwanda. Zanzibar is very nice. Canada and Mexico. South Africa, Tanzania, Ghana, Ethiopia, Egypt, Senegal. Singapore was really fantastic. The United Kingdom, France, Russia, Belgium, Holland, Norway, Greece, Italy, Spain. That might be it.

How can our region compare?

Comfort. Kalamazoo is a very comfortable place to live. You can let your guard down and feel completely at ease with your lifestyle here.

Final words of wisdom for someone looking to move here?

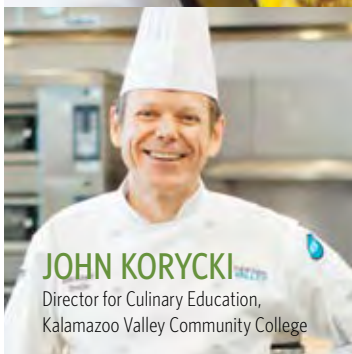
People are really accessible. When you arrive as a newcomer, people are so glad that you're here. They'll go out of their way to help you get established and make this your home.

TO READ THE FULL INTERVIEW, GO TO 269MAG.COM.



IMAGE
MATT CARUSO

Around (269)



JOHN KORYCKI

Director for Culinary Education,
Kalamazoo Valley Community College

CHEF JOHN'S 12 THINGS TO KEEP IN YOUR PANTRY

1. Olive Oil
2. Balsamic Vinegar
3. Onions
4. Garlic
5. Boxed Pasta
6. Chunk of Parmigiano
7. Salt
8. Lemon/Lime
9. Red Hot Chili Peppers
10. Brown Rice
11. Dry Beans
12. And when all else fails,
a jar of Nutella!



What do you do as Kalamazoo Valley Community College's Director for Culinary Education? I'm responsible for developing the curriculum for a big idea, like a culinary school in Kalamazoo, into reality.

What are your goals for the program?

To fill up every seat in all the courses! Graduates will earn an Associate of Applied Science in our Culinary Arts program. In our Sustainable Brewing program, those demonstrating proficiency can earn a Certificate in Sustainable Brewing, an Associate of Applied Science degree in Sustainable Brewing and/or an Associate Degree for Transfer to West Michigan University to earn a Bachelor of Science degree in Sustainable Craft Brewing.

What restaurants do you recommend in Southwest Michigan?

Since my work closely ties me to downtown Kalamazoo these days, my wife Stacey and I frequent my alma mater of course — Zazios, as well as Old Dog Tavern, Rustica, and Principle Food & Drink. Closer to home, we visit Chin Chin in Mattawan.

How do you become a great chef? Love what you do. Listen to your people — which means your guests, your family, and your staff. Never stop learning. Get to class on time. Get to work on time. Play well with your teammates and classmates who have chef's knives in very small confined places.

IMAGES
MATT CARUSO
& BARRY ELZ

TO READ THE FULL INTERVIEW, GO TO 269MAG.COM.

Spring Asparagus Frittata with Morel Mushrooms

Appetizer, serves 6-8

- 3 tablespoons extra virgin olive oil
- ¼ pound fresh morel mushrooms, washed well, trimmed
- ½ pound asparagus, sliced diagonally into 1-½ inch slivers
- 6 large eggs, local/organic
- 6 tablespoons water
- ¼ cup parmigiano-reggiano, grated to taste
- Sea salt or coarse Kosher salt

Pre-heat oven to 400 degrees F.

Heat large oven-safe (non-stick) sauté pan over medium heat. Add olive oil and morels and sauté until fully cooked. Add the asparagus and sauté until it becomes tender, 4 to 5 minutes, seasoning lightly with salt.

Remove from heat.

Meanwhile, lightly beat the eggs in a bowl with the water, seasoning with salt. Add grated parmigiano, stirring to combine. Add the egg mixture into the sauté pan. Cook the eggs, gently stirring until eggs begin to set around the edges and bottom.

Place pan in oven and bake the frittata until eggs are cooked through and frittata is browned on top, about 4 to 6 minutes.

To serve, slide frittata onto serving plate, and cut into small wedges. Frittata may be served hot, warm, or cool at room temperature. Serve with an additional drizzle of olive oil or a grating of parmigiano cheese.

Enjoy!

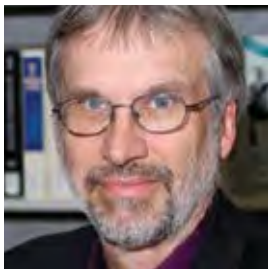


CONTINUED FROM PAGE 14:
FITTING IT ALL TOGETHER: HOW THREE LEADING MIDWEST-ERN CITIES HAVE BUILT THRIVING REGIONAL ECONOMIES

WHAT ABOUT SOUTHWEST MICHIGAN?

While Indianapolis, Louisville and Minneapolis-St. Paul these regions surely offer intriguing regional strategies, Southwest Michigan has its own set of challenges and assets.

Unlike those leading examples of regionalism, the seven-county Southwest Michigan region does not quite have the same dominant single large city. Kalamazoo, with 75,000 people, is the 443rd largest city in America and 12th largest in Michigan. But consider this: Kalamazoo and neighboring Portage combined have a total 123,450 residents. If Kalamazoo and Portage were to become one municipality, it would be the 5th largest city in Michigan, larger than Ann Arbor and Lansing. That's an arguably important distinction, because size does matter



TIMOTHY BARTIK Senior Economist for the W.E. Upjohn Institute for Employment Research

when it comes to "place." A sizeable "place" has influences on economic and political clout and its own ability to brand itself.

Furthermore, planning strategies for a metro area like Kalamazoo may not be suited for rural, agricultural areas like Branch County, with a 2014 population of 43,545, or Cass County, with a population of 51,608.

The issue: How to forge a unified regional brand and growth blueprint across this expansive and diverse geographic region?

Timothy Bartik, senior economist for the Kalamazoo-based W.E. Upjohn Institute for Employment Research, said the seven-county region in some ways, is two, even three, distinct regions. The Census Bureau considers Kalamazoo, Van Buren, Calhoun, and St. Joseph counties as one Combined Statistical Area (CSA), a designation that indicates distinct economic regions. Cass and Berrien counties are part of the South

Bend-Elkhart-Mishawaka CSA. Branch County is its own statistical area.

"If you are looking at these seven counties, they are not ordinarily going to be classified as a metropolitan area. If you were somewhere in Southwest Michigan and you said, 'I'm going to the city,' they would have no idea where you are going. Chicago? Detroit? Kalamazoo?" said Bartik.

Besides a well-defined geography and population, high performing regions are noted for their business partnerships, workforce capacity, and supplier connectivity, which lead to above average household income levels. Working to make inroads on that front, the W.E. Upjohn Institute is using a \$3 million federal Workforce Innovation grant for the Southwest Michigan Employer Resource Network to help the region's employers improve workforce skills and job retention. The institute serves as the administrative agency for Michigan Works! Southwest that includes Branch, Calhoun, Kalamazoo, and St. Joseph counties.

Clearly, Southwest Michigan has important assets, selling points that include the natural beauty of the Lake Michigan shoreline, nationally recognized craft breweries, ten colleges and universities, and major industries like the Kellogg Company, Stryker Corporation, and Whirlpool Corporation.

Nationally recognized geographer and author Joel Kotkin has spoken of Southwest Michigan's assets and marketability. During a 2011 speaking engagement in Kalamazoo, Kotkin remarked, "People would like to live in smaller communities if they could. The real growth will be in communities with populations between 100,000 and 500,000. This is one of the key opportunities for this community." With many of Southwest Michigan's communities having populations lower than those target levels, merging or, at least marketing together, could be a significant move to increasing regional significance.

Going forward, the challenge for Southwest Michigan is how to build on that sense of livability that Kotkin points to, enhance cohesion and efficiency, and leverage the region's numerous micro-economies to build a greater whole.



CONTINUED FROM PAGE 18:
VIEWPOINT: MICHAEL A. FINNEY

Ventures. Investors are repaid only when the programs reach specific targets and tax dollar savings are achieved.

Today, Jeff Little is a skilled machine operator at Nexteer Automotive. With the help of an onsite success coach, he is thriving in his new position and has already earned several salary increases.

Jeff credits Community Ventures as a "total life change," and getting up and going to work every day providing for his family has instilled in him a new sense of pride and purpose.

We have an opportunity to help write thousands of similar stories for Michiganders living in poverty. With innovative thinking, we can take the model

that is working to empower people in Detroit, Flint, Pontiac, and Saginaw and bring it to other communities across the state — to places in Southwest Michigan who have people who want to work and where there are great companies looking to put people to work.

Michael A. Finney, former CEO of the Michigan Economic Development Corporation, now leads Community Ventures of Michigan, an economic development initiative that promotes employment and social enterprise. To learn more about its mission is to alleviate poverty and promote safe and vibrant communities in high crime cities, go to www.mitalent.org/community-ventures.

Looking to Spark Your Inner Genius?

You have to be in the right place for lightning to strike when it comes to inspiration. While you can't control nature, you can control putting yourself in the right spot to let those creative juices flow. For those of you who are not physicists, the CERN, or the European Organization for Nuclear Research, near Geneva, Switzerland might be a bit out of your league. Other places though like a park, bookstore or car ride just might work instead. Adventure seekers looking to spread their wings might want to pick up a copy of Eric Weiner's *The Geography of Genius* for some good ideas for different places to go. With all this talk about regionalism, get this: great regions create great innovations. And, hey, while you're visiting your spot, why not try the local food? According to Adam Smith, founder of the late 18th century Oyster Club in Edinburgh, Scotland and the science of geology, you can never have enough of it—especially if it's oysters!

IMAGE BARRY ELZ



Presence:
Bringing Your
Boldest Self to
Your Biggest
Challenges
Amy Cuddy

**The
Geography of
Genius**
Eric Weiner

**Retire
Inspired:** It's
Not an Age,
It's a Financial
Number
Chris Hogan

For the Love:
Fighting for
Grace in
a World of
Impossible
Standards
Jen Hatmaker

**The 4
Dimensions
of Extraor-
dinary
Leadership:**
The Power of
Leading from
Your Heart,
Soul, Mind,
and Strength
Jenni Catron

**Better
Than Before:**
Mastering the
Habits of Our
Everyday Lives
Gretchen Rubin



CONTINUED FROM PAGE 36:
**THE INTERSECTION OF CULTURE,
PRODUCTIVITY & CREATIVITY**

I like to take candidates and throw them into my team for a meeting. I'll include them in a brainstorm session or a product review, some sort of occasion where we're gathering, just to see how they interact. It's also got to be very transparent to give them a real sense of what they're getting into. I think it's sometimes more interesting than the actual interview. It's less formal. It feels very much like dating. You're going out and having an experience together and seeing how it goes. Whether you want to do it again is a little bit more of an organic, natural, casual way to bring in a candidate who you already think is a pretty good fit and figure out whether they match."

If that's Belsky's process for building great teams with a great culture, how does he determine who leads? "I think that some of the greatest creative leaders out there, and I'm not the first person to say this, are very positive and optimistic about the future. They have an unlimited mind as to what can be accomplished and how great things can be, but are also pessimistic about tasks. Be skeptical, not critical, but skeptical about how much you can truly get done tomorrow. I think it's a very good combo. Often times you get leaders who are pessimistic about both the future and the present, or optimistic about the future and the present. That's bad because if you think you can get through more than you can get through, you won't make the difficult decisions, prioritize and say no. I think

you need to be somewhat pessimistic about what you can actually get done, but very optimistic about what the potential that the future holds. I think that's the lethal combo for leading a creative team."

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269 Magazine is a regional publication communicating the distinctive brand that is Southwest Michigan.

Inside **269 Magazine** is content that builds our regional brand and strengthens our voice.

269
MAGAZINE

Everybody Loves a Homerun!

Yes, everyone loves to cheer for over-the-fence homeruns in economic development — you know, the big announcements where new jobs total in the hundreds. But, base hits are what win baseball games and many announcements across the region create 10, 20 or 50 new jobs at a time. They all add up.

Major League Baseball's opening day is fast approaching with the St. Louis Cardinals set to take the field against the Pittsburgh Pirates at 1:05

pm ET on Sunday, April 3, 2016. But you don't have to wait until then to start applauding for jobs! In this issue, *269 MAGAZINE* is celebrating the "hits" of these companies that worked with local economic development organizations, South Haven Economic Development Corporation and Southwest Michigan First. Batter up!

IMAGE NIERFY
SHUTTERSTOCK.COM

Hanson Logistics
hansonlogistics.com
South Haven, MI | Van Buren County
200 JOBS

Pfizer Global Manufacturing
pfizer.com
Kalamazoo, MI | Kalamazoo County
78 JOBS



To paraphrase Supreme Court Justice Potter Stewart, when it comes to regionalism, “you know it when you see it.” Our feature stories this month focus on examples of governmental alignment and merger but, there are as many versions of regionalism as there are places.

In Southwest Michigan, we have several great examples of regional leadership. The alignment between Marshall Public Schools and Albion Community Schools is one of the finest

You Know It When You See It

examples I have ever seen of leaders putting service before self. It would have been easy for Marshall Public Schools Superintendent Randy Davis to ignore the financial problems of the neighboring Albion schools. But that is not what great leaders do; they understand that regionalism is about people. In Randy’s case, that means ensuring that kids in Albion and Marshall have access to the best education possible while ensuring the greatest value to the taxpayers.

Unfortunately, too many people think of collaboration like they are giving something up, which is the exact opposite of what great leaders, organizations, and regions believe. As author Brad Lomenick states, “In today’s interconnected, global economy, collaboration is the norm. Those who don’t or won’t form partnerships will sink; those who do will soar.” Great leaders understand that collaboration is a multiplier of their own resources, that by partnering with others they achieve far more than they could ever achieve on their own.

The stories featured in our cover story deal primarily with crisis-driven collaborations which garner the headlines but, the truth is that the best examples of collaboration happen proactively. As a function, leaders proactively work to find ways to strengthen their own organizations or communities by seeking like-minded partners. As University of Michigan President Mark Schissel says, “Collaboration drives economic prosperity.”

At the organizations I serve, one of our common core beliefs is to always be looking for partners that can help us achieve our

goals and who, with our collaboration, can achieve their goals too. This is critical to our success. If we are only using our strengths, we will die from allowing our weaknesses to overcome us. By collaborating, we not only ensure that our organization is growing stronger: we are ensuring that organizations will become stronger by sharing our strengths. Warren Bennis, the leadership guru clarifies this, “Effective leaders don’t just impose their vision on others; they recruit others to a shared vision. Especially in our digital age, when power tends to coalesce around ideas, not position, leadership is a partnership.”

Partnerships are not always obvious, I admit. Sometimes, you have to look under rocks and hard places. Those are the ones that are oftentimes the longest lasting.

Let me give you an example. In 1999 when Southwest Michigan First — one of the organizations that I lead — was established, 17 leaders of community organizations and corporations committed to financially support its efforts. I am pleased to report that many are still with us, such as two obvious ones Borgess Health and Bronson Healthcare — both strong supporters of economic development as they understand that having qualified workers contributes to the overall health of our local communities. It also goes without being said that those qualified workers often become customers at the local health facilities when babies are born or loved ones stricken ill are taken care of. In addition to Borgess and Bronson, the Irving S. Gilmore Foundation too has been alongside of us since day one. When you think of this foundation, its contributions to the arts,

The future will belong to those leaders that understand that collaboration is no longer optional.

culture and humanities often come to mind. But, the Irving S. Gilmore Foundation’s commitment to its legacy is so much more. Deeply rooted in this community, the Gilmore family and those who have joined in its efforts are fully committed to ensuring we enjoy a strong community where its priority commitments can reach their fullest potential. They are “all in.” The foundation understands that economic development enables companies and their employees to both enjoy and contribute to making our community a well-rounded one.

The future will belong to those leaders that understand that collaboration is no longer optional. It belongs to leaders like Randy Davis and those at Borgess, Bronson and the Irving S. Gilmore Foundation.

Ron Kitchens, Publisher

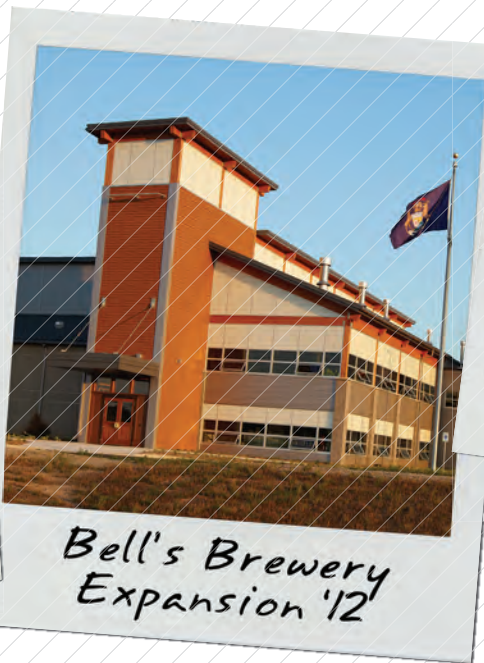
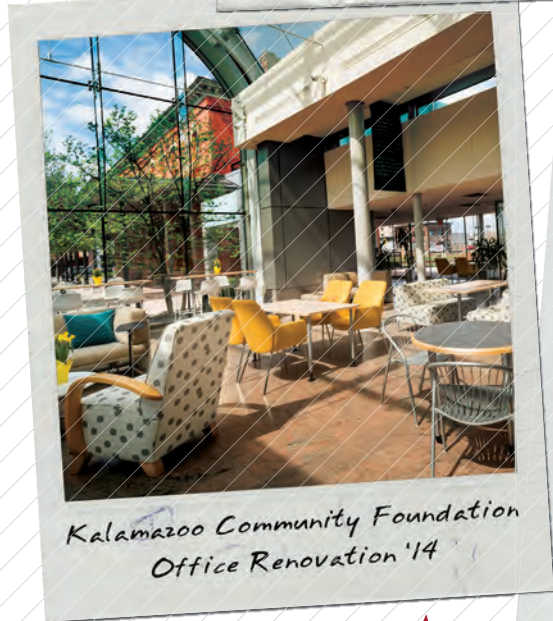
We Built That.

AND THAT



401 E. Michigan
Historic Restoration '07

AND THAT



AND THAT

AND THAT





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